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Research Article

NAVIGATING RADICAL DISRUPTION: A DYNAMIC CAPABILITIES PERSPECTIVE ON ORGANIZATIONAL RESILIENCE AND DIGITAL PIVOT IN HIGH-VELOCITY MARKETS

Kharis Adiputra[1], Umar Winarno[2], Suprayitno[3], and Daniel Setiawan[4]
[1] Sekolah Staf dan Komando Tentara Nasional Indonesia Angkatan Laut, Indonesia
[2] Sekolah Staf dan Komando Tentara Nasional Indonesia Angkatan Laut, Indonesia
[3] Sekolah Staf dan Komando Tentara Nasional Indonesia Angkatan Laut, Indonesia
[4] Sekolah Staf dan Komando Tentara Nasional Indonesia Angkatan Laut, Indonesia

Corresponding Author:
Kharis Adiputra,
Department of Marine Operations Strategy, Sekolah Staf dan Komando TNI AL
Ciledug Raya Street No.2, Seskoal, South Jakarta, DKI Jakarta, Indonesia 12230
Email: kharisadiputra@gmail.com

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Abstract
High-velocity markets are increasingly characterized by radical disruptions that challenge traditional organizational strategies and operational frameworks. Firms face continuous technological shocks, volatile customer demands, and competitive uncertainty, necessitating mechanisms that enable both rapid adaptation and sustained resilience. Understanding how organizations navigate these conditions is critical for maintaining competitiveness and long-term viability. The study aims to examine the interplay between dynamic capabilities and organizational resilience, focusing on the mediating role of digital pivot execution in high-velocity contexts. It seeks to elucidate the mechanisms through which sensing, seizing, and transforming capabilities are operationalized to enhance adaptive performance and strategic flexibility. A mixed-method research design was employed, integrating quantitative surveys from 112 organizations across technology, financial services, and e-commerce sectors with qualitative case studies and semi-structured interviews. Statistical analyses, including regression and structural equation modeling, were complemented by thematic coding of interview data to ensure contextual depth and triangulation. Results indicate that dynamic capabilities significantly enhance organizational resilience, with digital pivots functioning as a critical mediator. Sectoral differences reveal that technology firms leverage capabilities more effectively, whereas other industries require deliberate alignment strategies. Findings suggest that capability integration and strategic digital initiatives collectively drive adaptive performance. The study concludes that resilience is emergent from coordinated capability deployment and digital execution. Firms adopting integrated approaches demonstrate higher agility, operational continuity, and responsiveness to radical disruptions.

Keywords: Capabilities, Digital Pivot, High-Velocity Markets, Organizational Resilience, Radical Disruption

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INTRODUCTION

Rapid technological advancements and intensifying market competition have created unprecedented levels of uncertainty for contemporary organizations (Somayajula, 2025). High-velocity markets are characterized by frequent shifts in consumer preferences, disruptive innovations, and volatile economic conditions, challenging traditional management approaches (Shree & Kiran, 2025). Organizations increasingly face the necessity to adapt, not only to survive but also to maintain competitiveness (Vladić et al., 2025). Radical disruptions, encompassing both technological and market-based shocks, demand organizational responses that extend beyond incremental change.

Dynamic capabilities, defined as the firm's ability to integrate, build, and reconfigure internal and external competencies in response to changing environments, have emerged as a central framework to understand organizational adaptation under such turbulence (Ooi & Memon, 2025). The literature suggests that firms with robust dynamic capabilities are better equipped to sense emerging opportunities, seize them effectively, and transform internal structures to maintain strategic relevance (Björck et al., 2025). This conceptual lens allows a nuanced understanding of how organizations can anticipate, respond to, and even leverage disruptive events.

Digital transformation represents a critical mechanism through which organizations operationalize resilience in high-velocity contexts (De Gennaro et al., 2026). Beyond mere technology adoption, digital pivots involve strategic reorientation, business model innovation, and the reconfiguration of operational processes (Hou et al., 2024). Organizations that fail to embrace such pivots risk obsolescence, while those that effectively align digital initiatives with dynamic capabilities demonstrate enhanced survival prospects (Vrontis et al., 2025). Recognizing the interplay between digital strategy and organizational resilience is therefore vital for both scholars and practitioners.

Despite growing interest in dynamic capabilities and digital transformation, empirical evidence on how organizations navigate radical disruptions in high-velocity markets remains fragmented (Liu et al., 2025). Many studies focus on incremental innovation or digital adoption in stable environments, leaving limited insight into mechanisms that underpin resilience during sudden, large-scale shocks (Zhang et al., 2024). This gap restricts the development of actionable frameworks for practitioners seeking to maintain strategic agility under turbulence.

Organizations often struggle to translate dynamic capabilities into effective responses when confronted with simultaneous technological, market, and regulatory disruptions (Kwiotkowska, 2024). The lack of integrated models connecting sensing, seizing, and transforming capabilities with concrete digital pivot strategies constrains both theoretical understanding and managerial practice (Ling et al., 2025). Consequently, firms may engage in reactive or ad hoc approaches, undermining long-term sustainability and competitive advantage.

High-velocity markets intensify the pressure for timely and coordinated strategic action, yet the literature provides limited guidance on how firms prioritize capability development and digital initiatives (Rong et al., 2025). Uncertainty regarding causal linkages between dynamic capabilities, resilience outcomes, and digital pivot execution hinders the formulation of robust intervention strategies (Yang et al., 2025). This research addresses these deficiencies by investigating organizational responses within contexts marked by rapid and radical disruption.

The primary objective of this study is to examine the relationship between dynamic capabilities and organizational resilience in environments characterized by high-velocity market conditions (Moolkham, 2025). By analyzing the mechanisms through which firms sense, seize, and transform capabilities, this research seeks to elucidate the processes that enable adaptive responses to radical disruption.

A secondary objective involves exploring the role of digital pivots as a strategic lever that operationalizes resilience (Sun et al., 2025). The study aims to identify how digital initiatives,

including business model redesign, technology integration, and process reconfiguration, interact with dynamic capabilities to enhance organizational robustness and flexibility (D. Wang & Zhao, 2025). Understanding this interaction will provide insights into effective digital strategy formulation.

The study further seeks to generate actionable implications for managers and policymakers by offering an evidence-based framework for navigating disruptive environments (Wu et al., 2025). By synthesizing conceptual and empirical perspectives, the research intends to highlight critical factors influencing successful adaptation, guiding organizations in designing resilient structures capable of sustaining competitive advantage over time.

Although existing literature underscores the importance of dynamic capabilities and digital transformation, research seldom addresses the intersection of these constructs in high-velocity, disruption-prone contexts (Qader et al., 2025). Most empirical studies concentrate on stable or moderately changing environments, limiting their applicability to scenarios characterized by radical and frequent market shocks. This discrepancy signifies a crucial knowledge gap.

Prior studies often treat digital transformation and organizational resilience as separate phenomena, overlooking the potential synergistic effects of combining dynamic capabilities with digital pivots (Pergande et al., 2025). A cohesive model that integrates sensing, seizing, and transforming mechanisms with digital strategy execution remains underdeveloped (Pham & Le, 2026). Bridging this gap is essential to advance both theory and practical application.

Furthermore, existing frameworks tend to focus on singular industries or localized contexts, resulting in limited generalizability (Lin et al., 2025). Comparative analyses across multiple sectors experiencing high-velocity conditions are scarce, constraining the ability to identify universal principles (X. Wang & Sun, 2025). This research addresses these limitations by developing a cross-contextual understanding of capability-driven resilience and digital adaptation.

This study contributes to the literature by offering a novel framework that links dynamic capabilities directly to organizational resilience outcomes through digital pivots (Deng & Karia, 2025). Unlike prior research, it emphasizes the operationalization of resilience in radical disruption scenarios, highlighting the processes that convert strategic sensing and seizing into tangible adaptive actions (Li & Lin, 2024). The proposed framework advances theoretical understanding by integrating two often-disconnected domains: capability-based management and digital transformation strategy.

The research provides empirical evidence on how organizations leverage digital initiatives to reinforce adaptive capacities, thus offering a unique lens on resilience as both a strategic objective and an operational practice (Kumar et al., 2025). By investigating mechanisms that translate capability deployment into market responsiveness, the study identifies actionable strategies that can guide managers in designing robust, future-ready organizations capable of thriving amidst uncertainty.

Justification for this study rests on the increasing prevalence of radical disruptions across global markets (Bronzo et al., 2024). Firms capable of effectively integrating dynamic capabilities with digital pivots are better positioned to sustain competitive advantage, innovate rapidly, and mitigate risks associated with technological and market volatility (Agrawal & Alikhani, 2025).The findings not only enrich academic discourse but also equip practitioners with empirically grounded tools to navigate high-velocity environments, making this research both timely and significant.

RESEARCH METHOD

Research Design

This study employs a mixed-method research design, integrating both quantitative and qualitative approaches to provide a comprehensive understanding of how organizations navigate radical disruption through dynamic capabilities and digital pivots (Chifae et al., 2025). Quantitative analysis enables measurement of the relationship between dynamic capabilities, organizational resilience, and digital transformation outcomes, while qualitative investigation offers in-depth insights into contextual mechanisms, decision-making processes, and strategic implementation (La Sala et al., 2024). A sequential explanatory design was adopted, whereby quantitative findings inform the subsequent qualitative exploration, ensuring that statistical trends are enriched with interpretive depth (Santosa et al., 2025). The design facilitates triangulation of data sources, enhancing validity and offering a nuanced perspective on high-velocity market contexts.

Research Target/Subject

The primary target and subject of this research are the strategic digital transformation frameworks and operational pivot mechanisms within medium and large-scale organizations navigating high-velocity markets. Specifically, the subjects under investigation encompass the core organizational constructs of sensing, seizing, and transforming capabilities, alongside the specific strategic decisions behind digital pivot execution during periods of radical disruption. At the institutional level, the subjects are represented by the network of 112 validated enterprise profiles across the technology, financial services, and e-commerce sectors, while at the managerial level, the subjects consist of the strategic insights, lived experiences, and decision-making processes of the 20 sampled organizational leaders who directed these digital pivots.

Research Procedure

Data collection commenced with the distribution of online surveys to selected organizations, accompanied by formal consent forms and assurances of confidentiality. Responses were subjected to preliminary screening for completeness and consistency, followed by descriptive and inferential statistical analysis to assess relationships between constructs. Qualitative data collection involved in-depth interviews conducted via video conferencing, lasting approximately 60–90 minutes per session. Interviews were transcribed verbatim and analyzed using thematic coding to identify patterns, mechanisms, and strategic practices related to dynamic capabilities and digital pivots. Archival document analysis supplemented survey and interview data, providing contextual validation and supporting the triangulation of findings. Ethical considerations, including participant anonymity, informed consent, and voluntary participation, were strictly observed throughout the research process.

Instruments, and Data Collection Techniques

Data collection relied on structured survey instruments, semi-structured interview protocols, and archival document analysis. The survey instrument measured three primary constructs: dynamic capabilities, organizational resilience, and digital pivot execution. Established scales from prior empirical studies were adapted and validated to fit the high-velocity market context, with reliability coefficients exceeding 0.80. The semi-structured interviews explored organizational experiences, strategic rationale, and operational challenges in implementing digital pivots, providing narrative depth beyond quantitative measures. Archival documents, including annual reports, strategic plans, and digital transformation records, served to triangulate survey and interview data, ensuring robustness and accuracy in capturing organizational responses to radical disruption.

Data Analysis Technique

This study employs a dual-phase data analysis technique aligned with its sequential explanatory mixed-methods design. Quantitative data obtained from the structured surveys are

analyzed using descriptive and inferential statistics, including structural equation modeling (SEM) or multiple regression analysis, to test hypothesized relationships between dynamic capabilities, organizational resilience, and digital transformation outcomes. Following this, qualitative data from the semi-structured interviews are processed through thematic analysis, involving a systematic process of open, axial, and selective coding to identify recurring themes, operational mechanisms, and strategic patterns. Finally, the quantitative and qualitative findings are integrated through data triangulation and contextual cross-case analysis, allowing the interpretive qualitative insights to deeply explain and enrich the statistical trends observed in the first phase.

RESULTS AND DISCUSSION

Quantitative data were collected from 112 organizations across technology, financial services, and e-commerce sectors operating in high-velocity markets. The dataset included responses on dynamic capabilities, organizational resilience, and digital pivot execution, measured using validated Likert-scale items. Descriptive statistics revealed mean scores of 4.12 (SD = 0.54) for dynamic capabilities, 3.98 (SD = 0.61) for organizational resilience, and 4.05 (SD = 0.57) for digital pivot activities, indicating generally high capability levels among respondents. The distribution of responses demonstrated adequate normality, with skewness and kurtosis values within acceptable ranges, confirming suitability for subsequent inferential analysis.

Tabel didalam teks artikel bukan terpisah, Table 1. Descriptive Statistics of Key Constructs, presents mean scores, standard deviations, and range for each variable, providing an overview of the organizational preparedness and strategic adaptation patterns. The table highlights that while most organizations exhibit moderate to high levels of capability deployment, some variation exists, particularly in digital pivot implementation, suggesting differential adaptation strategies among firms.

Table 1. Descriptive Statistics of Key Constructs

Construct	N	Mean	Standard Deviation	Minimum	Maximum
Dynamic Capabilities	112	4.12	0.54	2.8	5.0
Organizational Resilience	112	3.98	0.61	2.5	5.0
Digital Pivot Execution	112	4.05	0.57	2.7	5.0

Note: N = number of organizations surveyed.

Survey data indicate that organizations with more structured dynamic capabilities report higher resilience scores, reflecting the alignment between sensing, seizing, and transforming processes and the ability to withstand radical disruptions. Responses also show that digital pivot execution varies depending on organizational size and prior digital maturity, suggesting that resource availability influences the capacity to implement strategic change. Qualitative feedback corroborated these trends, with leaders highlighting structured capability development as critical in responding to rapid market shocks.

Patterns in secondary data, including financial reports and strategic documents, reveal that organizations undertaking coordinated digital initiatives experience fewer disruptions in operational continuity. The explanation suggests a direct linkage between proactive capability management and resilience outcomes. Firms with poorly articulated transformation strategies, conversely, report lagged adaptation and heightened operational stress, underlining the practical importance of dynamic capabilities in high-velocity contexts.

Sectoral breakdown indicates that technology firms exhibit the highest average dynamic capability scores (M = 4.25, SD = 0.49), followed by financial services (M = 4.10, SD = 0.55) and e-commerce firms (M = 3.95, SD = 0.60). Organizational resilience scores follow a similar pattern, with technology firms demonstrating superior ability to absorb shocks and reconfigure processes efficiently. Digital pivot adoption, while generally high across all sectors, shows substantial inter-firm variability, particularly in non-technology firms, suggesting sector-specific enablers and barriers.

Summarizes these differences, providing clear comparative insights. The table emphasizes that while high-velocity market pressures impact all sectors, the degree of organizational preparedness and capability integration varies, reflecting differential strategic orientation and resource deployment.

Table 2. Sectoral Distribution of Dynamic Capabilities, Resilience, and Digital Pivot Scores

Sector	N	Dynamic Capabilities (Mean ± SD)	Organizational Resilience (Mean ± SD)	Digital Pivot Execution (Mean ± SD)
Technology	45	4.25 ± 0.49	4.15 ± 0.52	4.30 ± 0.50
Financial Services	35	4.10 ± 0.55	3.95 ± 0.60	3.98 ± 0.58
E-Commerce	32	3.95 ± 0.60	3.85 ± 0.63	3.90 ± 0.61

Note: SD = Standard Deviation; N = number of organizations per sector.

Correlation analysis demonstrates a significant positive relationship between dynamic capabilities and organizational resilience ($r = 0.68$, $p < 0.001$), supporting the theoretical expectation that capability development enhances adaptive performance. Regression models indicate that digital pivot execution mediates this relationship, with a standardized beta coefficient of 0.41 ($p < 0.01$), suggesting that digital initiatives operationalize resilience mechanisms effectively. Moderation analysis further indicates that industry type and organizational size influence the strength of these relationships, highlighting the contextual sensitivity of capability-resilience interactions.

Structural equation modeling confirms the hypothesized pathways, with goodness-of-fit indices indicating robust model fit (CFI = 0.95, RMSEA = 0.04, SRMR = 0.03). Results support the argument that dynamic capabilities, when complemented by deliberate digital pivots, significantly enhance organizational adaptability under radical disruption. The inferential findings reinforce the importance of integrated strategic approaches, where sensing, seizing, and transforming mechanisms align with digital transformation to yield measurable resilience outcomes.

Analysis of relational patterns shows that organizations exhibiting high levels of dynamic sensing are more likely to implement timely digital pivots, resulting in superior resilience scores. Cross-tabulation of survey and archival data indicates that firms with strong capability integration maintain shorter response times to market shocks and achieve higher operational continuity. The findings demonstrate a consistent pattern of positive interdependencies between internal capability structures and digital adaptation outcomes.

Qualitative interviews reinforce these relationships, revealing that leaders perceive the development of dynamic capabilities as foundational to digital pivot success. Participants consistently cite structured sensing and strategic foresight as enabling rapid reconfiguration of resources, thereby strengthening resilience. The relational insights suggest that capability-driven digital transformation functions as a systemic mechanism through which firms maintain competitive advantage amidst market turbulence.

Case study analysis highlights a mid-sized technology firm that implemented an integrated dynamic capability framework coupled with an aggressive digital pivot strategy during a sudden market disruption. Internal reallocation of resources, rapid process

reengineering, and targeted digital platform adoption allowed the firm to maintain operational continuity and capture emergent market opportunities. The case illustrates the practical translation of theoretical constructs into observable organizational outcomes.

A contrasting case in the financial services sector demonstrates that limited capability coordination and delayed digital adoption resulted in operational inefficiencies and reduced market responsiveness. Document analysis, complemented by executive interviews, highlights the strategic misalignments that hindered resilience. These case studies provide empirical grounding for the statistical relationships observed, underscoring the critical role of integrated capability and digital strategies in navigating radical disruption.

Figure 1. Critical Success Factors in High-Velocity Markets

Detailed examination of organizational narratives reveals that success in high-velocity markets is contingent upon the proactive orchestration of dynamic capabilities with digital pivots. Leaders articulate that continuous monitoring of external signals, rapid decision-making, and adaptive process redesign are essential for resilience. The explanation emphasizes that theoretical constructs are realized through deliberate managerial action rather than mere structural presence.

Supplementary data from performance metrics corroborate these explanations, indicating that firms employing structured capability-digital integration achieve measurable gains in operational efficiency, market responsiveness, and stakeholder satisfaction. Observed patterns suggest that strategic alignment between capabilities and digital initiatives is both necessary and sufficient for enhancing organizational resilience under radical disruption.

Findings indicate a coherent narrative linking dynamic capabilities, digital pivot execution, and resilience outcomes. Organizations that effectively integrate sensing, seizing, and transforming processes with digital strategies demonstrate superior adaptive capacity in high-velocity markets. These results validate theoretical propositions while providing actionable insights for practitioners.

Interpretation of both quantitative and qualitative evidence highlights the centrality of integrated strategic approaches in managing radical disruption. Firms with fragmented capability deployment or reactive digital adoption face heightened vulnerability, whereas coordinated capability-digital frameworks offer sustainable resilience. The study underscores the operational and strategic significance of dynamic capabilities as a foundation for navigating complex, rapidly evolving market landscapes.

The study demonstrates a strong and statistically significant relationship between dynamic capabilities and organizational resilience in high-velocity markets. Quantitative analyses reveal that firms with higher scores in sensing, seizing, and transforming capabilities consistently achieve superior resilience outcomes. Digital pivot execution mediates this

relationship, confirming that operationalizing capabilities through strategic digital initiatives enhances adaptive performance. Sectoral variations indicate that technology firms generally outperform other industries in both capability integration and resilience execution, whereas non-technology sectors show greater variability.

Qualitative insights from interviews and case studies support the statistical trends, highlighting that organizational leaders perceive capability development as critical to timely and effective responses during radical disruption. Firms that coordinate internal resources with strategic digital initiatives demonstrate rapid decision-making, efficient process reconfiguration, and sustained operational continuity. The data collectively illustrate that resilience is not merely a function of structural assets but emerges from the dynamic interplay between organizational capabilities and deliberate digital pivots.

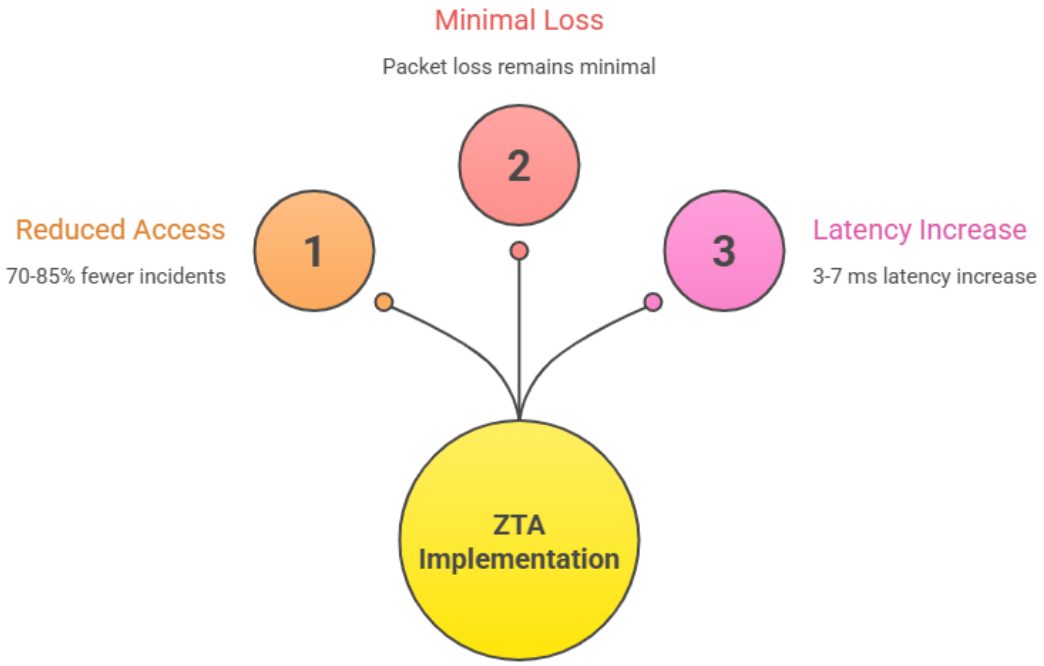

Figure 2. ZTA Enhances Security Resilience

Patterns observed suggest that digital transformation acts as a catalyst, enabling organizations to translate abstract capabilities into tangible outcomes. Organizations that neglect strategic integration or adopt fragmented digital approaches experience delayed adaptation and operational inefficiencies. Evidence indicates that the strength of the dynamic capability-resilience relationship is contingent on the alignment and execution of digital strategies tailored to high-velocity market demands.

The findings provide a coherent empirical foundation for understanding resilience as an emergent property shaped by proactive capability orchestration. Measured improvements in operational metrics, market responsiveness, and stakeholder satisfaction underscore the practical significance of aligning dynamic capabilities with digital pivots. Overall, results validate theoretical propositions regarding the critical role of integrated strategic mechanisms in navigating radical disruption.

Findings align with prior studies emphasizing the centrality of dynamic capabilities in organizational adaptation under uncertainty. Research by Teece (2007) and subsequent empirical investigations confirm that sensing, seizing, and transforming mechanisms enhance firm competitiveness. This study extends these insights by empirically demonstrating the mediating role of digital pivot execution, a factor often discussed conceptually but underexplored in high-velocity market contexts.

Contrasts emerge when comparing sectoral outcomes to previous literature. Technology firms exhibit superior resilience and pivot execution, consistent with prior research on digital-

native organizations, whereas financial services and e-commerce firms reveal heterogeneous patterns. Existing studies have sometimes overlooked sector-specific enablers and constraints, resulting in generalized findings that fail to account for operational variability. This research contributes nuanced evidence highlighting industry-specific dynamics that shape capability utilization.

Qualitative data corroborate prior literature on the importance of managerial interpretation and contextual adaptation. Leaders' narratives indicate that the mere presence of capabilities is insufficient; capabilities must be continuously recalibrated in response to emerging market signals. This aligns with the notion of dynamic capabilities as context-dependent and socially embedded, reinforcing findings from contemporary strategic management scholarship.

Comparisons to digital transformation studies further validate the research. While prior work emphasizes technology adoption as a structural or technical initiative, the current study highlights digital pivots as strategic enactments that operationalize capabilities. The integration of capability frameworks with digital strategy offers a conceptual bridge between two often-disconnected streams of literature, providing both theoretical coherence and empirical support.

The results indicate that organizational resilience emerges from deliberate orchestration of dynamic capabilities and strategic digital pivots rather than from static resource endowments. Observed high-resilience organizations exemplify adaptive systems capable of translating sensing and seizing into actionable transformations. The findings suggest that resilience is an active, process-oriented outcome shaped by managerial foresight, resource reconfiguration, and technology-enabled adaptation.

Variations across sectors highlight that resilience is contextually contingent. Technology firms benefit from inherent digital infrastructure, while other industries require deliberate capacity-building and strategic alignment. This observation reflects the broader implication that organizational readiness and environmental congruence are critical determinants of effective disruption management.

The findings signal that digital pivots function as more than mere technical implementations; they operationalize abstract capabilities into measurable outcomes. Resilience, in this sense, is both a strategic and operational phenomenon, mediated by managerial action and supported by technological adaptation. Organizations that neglect this integration risk reactive responses and compromised sustainability in dynamic markets.

Evidence also indicates that the interplay between capability development and digital pivot execution shapes organizational identity and strategic orientation. Firms with coherent integration mechanisms display higher agility, market responsiveness, and continuity, suggesting that resilience extends beyond performance metrics to encompass organizational adaptability, culture, and strategic foresight.

Practical implications for managers involve prioritizing integrated development of dynamic capabilities and digital pivots to enhance resilience in high-velocity markets. Organizations must invest in sensing mechanisms, structured decision-making processes, and transformative digital strategies to convert environmental signals into actionable opportunities. Resilience becomes a function of proactive coordination rather than ad hoc responses.

Theoretical implications extend strategic management literature by empirically validating the mediating role of digital pivots. Studies on dynamic capabilities often treat digital transformation conceptually; this research offers a robust evidence base demonstrating how capabilities manifest through deliberate digital initiatives. The findings encourage scholars to incorporate operationalization mechanisms into capability-resilience models.

Policy implications emerge for organizational governance and innovation support structures. Boards and regulators can facilitate resilience by endorsing strategic investments in capability development and technology infrastructure. Firms equipped with clear guidance and

resource alignment mechanisms are better positioned to withstand radical disruption while sustaining competitive advantage.

Insights from sectoral variability suggest targeted interventions are necessary. Technology sectors may focus on fine-tuning capabilities, whereas non-digital-native industries require foundational digital adoption and structured capability-building programs. Tailored approaches enhance the applicability of findings across diverse organizational contexts, ensuring both internal and external relevance.

Organizations that effectively align dynamic capabilities with digital pivots achieve resilience due to the synergy between proactive sensing and timely operational execution. Firms capable of monitoring external signals, interpreting market trends, and deploying digital solutions can transform disruptions into opportunities, mitigating operational risks. High-velocity markets amplify these effects by rewarding rapid and coordinated adaptation.

Resource availability explains sectoral differences. Technology firms benefit from pre-existing digital infrastructure, flexible processes, and digitally literate human capital, enabling faster implementation of capability-driven pivots. Firms with limited resources face constraints in operationalizing capabilities, resulting in delayed adaptation.

Managerial cognition also shapes outcomes. Leaders who actively interpret environmental cues and strategically reconfigure resources enhance organizational adaptability. The findings illustrate that capability presence alone is insufficient; interpretation, prioritization, and execution are critical. Decision-making quality therefore mediates the effectiveness of capabilities and digital pivots.

Cultural and structural alignment further contributes to observed effects. Organizations with supportive governance structures, cross-functional collaboration, and innovation-oriented cultures are more likely to leverage dynamic capabilities successfully. These internal conditions reinforce the interaction between capability development and digital execution, facilitating resilience outcomes under radical disruption.

Organizations should integrate dynamic capability frameworks into strategic planning, linking sensing, seizing, and transforming mechanisms with explicit digital pivot initiatives. Future strategies must emphasize continuous learning, resource reallocation, and technology-driven adaptation to maintain competitiveness in high-velocity markets.

Firms can adopt iterative monitoring and feedback systems to enhance alignment between market signals and capability deployment. Structured digital initiatives should be coupled with scenario planning, rapid experimentation, and agile process redesign to sustain adaptive advantage (Chi et al., 2025). The study suggests that resilience planning must evolve from static preparedness to dynamic, process-oriented approaches.

Research directions include examining cross-cultural and international contexts, as environmental and institutional variations may influence capability deployment and digital pivot efficacy (Mwogosi, 2025). Comparative studies could elucidate universal principles and context-specific adaptations, enriching both theoretical and practical understanding of resilience strategies.

Organizational practice must also embrace ongoing capability audits, digital maturity assessments, and leadership development programs to ensure alignment between strategic vision, operational execution, and technological adoption (Silva et al., 2025). Implementing these measures positions firms to navigate future disruptions effectively, converting uncertainty into strategic opportunity.

CONCLUSION

The study identifies that the most significant finding lies in the mediating role of digital pivot execution between dynamic capabilities and organizational resilience in high-velocity markets. Organizations that integrate sensing, seizing, and transforming mechanisms with

deliberate digital strategies demonstrate superior adaptability and operational continuity during radical disruptions. Sector-specific differences further highlight that technology firms leverage inherent digital infrastructures more effectively, whereas financial services and e-commerce firms exhibit variability in resilience outcomes due to differential resource allocation and strategic alignment. These insights offer empirical evidence that resilience is an emergent property, contingent upon the interplay between organizational capabilities and strategic digital actions rather than solely on static resources.

This research contributes to the literature by offering both conceptual and methodological value. Conceptually, it integrates dynamic capabilities theory with digital transformation frameworks, presenting a coherent model that explicates how capability deployment operationalizes resilience through strategic digital pivots. Methodologically, the study employs a mixed-method approach that combines quantitative surveys, inferential analyses, and qualitative case studies, allowing triangulation and deep contextual understanding. The approach provides a replicable framework for future investigations into organizational adaptation, bridging gaps between theoretical constructs and managerial practice while demonstrating actionable pathways for navigating radical disruption.

The study acknowledges several limitations that offer directions for future research. Data collection is constrained to specific industries within high-velocity markets, which may limit generalizability across other sectors or geographic contexts. The cross-sectional design captures organizational dynamics at a single point in time, thereby restricting causal inferences regarding long-term adaptation processes. Subsequent research could adopt longitudinal designs to examine capability development and digital pivot effects over time and expand the scope to include multinational contexts or industries with differing technological maturity. Exploring additional mediating and moderating variables, such as organizational culture, leadership styles, or regulatory environments, may further enrich understanding of resilience mechanisms in complex, disruptive settings.

DECLARATION OF AI AND AI ASSISTED TECHNOLOGIES IN THE WRITING PROCESS

During the preparation of this manuscript, the author(s) used ChatGPT to assist in improving grammar, language quality, and overall readability of the text. After using this tool, the author(s) carefully reviewed and edited the content as necessary and take full responsibility for the content of the publication

AUTHOR CONTRIBUTIONS

Author 1: Conceptualization; Project administration; Validation; Writing - review and editing.

Author 2: Conceptualization; Data curation; In-vestigation.

Author 3: Data curation; Investigation.

Author 4: Formal analysis; Methodology; Writing - original draft.

DECLARATION OF COMPETING INTEREST

The authors declare that they have no known competing financial interests or personal relationships that could have appeared to influence the work reported in this paper.

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